NASA Leadership Model   1st Line Supervisor

Performance Dimension: Personal Effectiveness

COMPETENCY	SKILLS
Cognitive Skills: Applies critical and appropriate judgment, decision-making, and thinking strategies to organizational, interpersonal, and competitive issues.	**Decision Making** • Makes decisions even when solutions may produce unpleasant consequences. • Supports decisions others make on their own. • Obtains relevant information and diverse opinions before making a decision. • Describes the impact and implications of decisions to the work unit. • Makes decisions based on the long-term health of the center/Agency.
	Problem Solving/Critical Thinking • Distinguishes between relevant and irrelevant information in solving problems. • Provides timely solutions to problems. • Clarifies issues and keeps focused on the things that are most important. • Balances cross-functional, division, center implications in problem solving.
	Creativity and Innovation • Constantly seeks new insights into his/her job, organization and the outside world. • Applies innovative solutions. • Encourages an environment for innovative approaches. • Experiments with new and novel ideas and approaches.
Relating to Others: Works to build trust and supportive relationships.	**Influence and Negotiation** • Builds consensus through give and take. • Influences others by reasoning and negotiation rather than using pressure tactics. • Facilitates win/win solutions to problems. • Secures through negotiation and influence resources to accomplish the group's work. • Assists direct reports in arriving at mutually satisfactory solutions to problems.
	Communication • Facilitates the open exchange of ideas and information. • Communicates results, decisions and rationale behind decisions in a timely manner. • Communicates what s/he needs and why. • Ensures that people are clear about the information s/he has communicated. • Is effective at oral communication. • Is effective at written communication.
	Listening • Is an effective listener with diverse audiences. • Pays close attention and seeks to understand others' points of view.
	Trust Building • Establishes trust and mutual respect when relating to others. • Treats people fairly and with respect. • Treats each person like an individual. • Shows consistency among principles, practices and behavior. • Is reliable. • Takes accountability for actions and outcomes. • Is forthright with information, good or bad. • Builds supportive relationships with people. • Admits a mistake when one is made. • Demonstrates a positive and caring attitude toward others. • Actions engender trust in NASA and its leadership team.
Personal Capabilities and Characteristics: Manages self in a manner that fosters learning and high performance.	**Adaptability/Flexibility** • Adjusts to multiple demands, ambiguity, and change. • Adjusts to new information or unexpected obstacles. • Maintains a high level of effectiveness when angry or frustrated. • Handles day-to-day challenges confidently.

	Integrity and Honesty • Acts according to the highest ethical standards. • Operates with truthfulness whether delivering good news or bad. • Actions match words. • Treats others' concerns and issues with the utmost sensitivity and confidentiality. • Honors commitments and promises. • Creates a culture that fosters high standards of ethics. • Takes immediate action if s/he observes apparent unethical behavior.
	Resiliency • Emphasizes and demonstrates commitment and persistence in achieving goals. • Demonstrates a sense of excitement about work. • Deals effectively with pressure. • Recovers quickly from setbacks.
	Self Development • Recognizes own strengths and weaknesses. • Seeks and acts on feedback from others. • Actively learns from experience. • Makes considered and well-informed decisions regarding balance of work, family, and self. • Seeks assignments and experiences that will enhance exposure to new ways of doing business. • Fully develops his or her leadership skills. • Applies new technical and business knowledge quickly.

Performance Dimension: Discipline Competency

COMPETENCY	SKILLS
Understanding of Discipline: Maintains high-level competency in functional discipline (e.g., science, engineering, professional or administrative).	**Discipline Excellence** • Understands the discipline(s) associated with the work unit. • Applies technical knowledge to lead work unit.
Safety: Maintains a focus on safety. Keeps safety top of mind.	**Safety Focus** • Ensures a focus on safety. • Discusses safety concerns with work unit members. • Acts on safety concerns expressed by any work unit member. • Provides honest information about safety concerns. • Keeps people informed of safety objectives. • Promotes ongoing training and education in safety.
Maintain Credibility: Sustains and grows the capability of the work unit to advance excellence.	**Talent Acquisition/Development** • Maintains the level/type of talent and capability required to ensure credibility with other NASA Installations and external organizations. • Plans and executes development activities that maintain and enhance the level of discipline competence in the work unit. • Makes sound hiring decisions to maintain and lead discipline excellence. • Seeks to maintain discipline expertise within NASA prior to looking outside NASA.
Communication and Advocacy: Communicates and advocates discipline-related knowledge.	**Work Unit Advocacy** • Is an effective advocate for the work unit. • Communicates to appropriate stakeholders and senior leadership about the work unit. • Encourages public speaking about NASA, the work unit and its accomplishments.

Performance Dimension: Managing Information & Knowledge

COMPETENCY	SKILLS
Awareness and Use of Information Technology: General knowledge of information technologies available at NASA. Selects and uses those appropriate for managing work.	**Use Information Technology** • Uses information technology to: effectively organize and manage workflow, effectively lead "remote and virtual teams" and hold effective teleconferences and videoconferences. • Models the use of information technology tools for the work unit. • Understands and makes effective use of policies regarding the use of information technology (NF-1767-ITAR).
Knowledge Management: Captures and shares knowledge for NASA and public learning.	**Foster Knowledge Sharing** • Creates an environment that encourages capturing, storing and sharing best practices and lessons learned from work unit activities. • Emphasizes openness to learning from previous experience. • Emphasizes the importance of sharing lessons learned with other work units. • Emphasizes communication of knowledge internal and external to NASA.

Performance Dimension: Business Acumen

COMPETENCY	SKILLS
Internal and External Awareness: Understands and responds to internal policies, and regulations that impact NASA and is able to identify critical relationships in the Agency and at their center.	**NASA Policies & Regulations** • Understands and can explain NASA policies that impact management operations (e.g., 7120, Strategic Management Handbook). • Understands memorandums of understanding (MOUs) and other agreements relevant for the work unit.
	Governmental Policies & Regulations • Understands government policies and regulations (Space Act, PMA, GPRA, OMB, OPM, etc.). • Understands the impact that stakeholders (such as Congress and congressional staff) have on NASA strategy and policy. • Understands the roles of government agencies (e.g., OMB, GAO, etc.) • Understands the political process and how it impacts NASA. • Searches for and applies best practices from outside the organization.
	Formal Organizational Structure • Understands general roles and responsibilities of: Headquarters, mission directorates, centers, and functional organizations. • Builds and sustains effective interfaces with: other NASA organizations, NASA senior management, colleagues within their center/HQ, and colleagues at other centers/HQ.
Organizational Culture: Understands and leverages the impact of the informal organization and the way that work is really accomplished.	**Organizational Culture** • Understands and can explain the impact of NASA's organizational culture upon decision-making, innovation and informal relationships. • Leverages what is unique and special about the NASA culture. • Engages in discussions with work unit about NASA culture and its impact. • Maintains a network of connections outside the formal structure. • Anticipates controversial issues and political questions and deals with them effectively.
Organizational Strategy: Ensures that processes are put in place to achieve what is outlined in the NASA strategy.	**Align Work to NASA Strategy** • Understands and can explain the major elements of: NASA Strategic Plan, mission directorate plans and center implementation plans. • Is able to explain to the work unit how their work aligns with NASA Vision and Strategy. • Sets technical direction and goals for the work unit that align with: NASA Vision and Mission, NASA Strategic Plan, center Implementation Plans, Program and Project Plans.

Business Development: Anticipates and fulfills the needs of customers and stakeholders.	**Match Capabilities to Customer Needs** • Gathers information on customer and stakeholder needs and wants. • Uses knowledge of NASA products, services and capabilities to deliver capabilities and solutions that match customer and stakeholder needs and wants. • Explains to the work unit who their customer is as well as their needs and wants. • Emphasizes maintaining a customer focus in the work unit. • Understands and makes effective use of general principles of marketing and business development in a government context.
Business Management: Ensures the efficient allocation and management of NASA human, financial, physical, and administrative resources.	**Resource Allocation and Management** • Understands and makes use of the basic principles and processes for resource allocation, acquisition and management. • Understands and makes effective use of full-cost management practices. • Understands and makes effective use of the procurement process. • Understands and makes effective use of the budget process. • Demonstrates concern about controlling costs and NASA's fiscal responsibility.
	Human Capital Management • Understands and makes effective use of human resource management principles and practices. • Identifies, acquires and develops talent using all center and Agency resources. • Understands and makes use of new human capital flexibilities.
Customer, Stakeholder and Partner Relationships: Builds and maintains relationships with internal and external customers and stakeholders including other NASA organizations, industry, not-for-profit organizations, academia, trade associations and other government organizations.	**Customer Partnerships/Relationships** • Works to build effective partnerships within their center, with other NASA centers and HQ. • Builds and uses effective networks to obtain resources. • Understands the methods and strategies associated with establishing partnerships and alliances. • Understands the contractual, legal and governance responsibilities of partnership, alliance and other types of formal agreements. • Capitalizes on opportunities to work with organizations outside of NASA, when appropriate. • Measures and acts to maintain/enhance internal/external customer satisfaction.

Performance Dimension: Leading & Managing Others

COMPETENCY	SKILLS
Leading and Managing Change: Actively leads and manages change within the work unit that integrates key stakeholder, customer, and/organizational and programmatic goals and values.	**Vision for Change** • Provides a vision of the future that captures the commitment of the work unit. • Aligns need for change with key customer, organizational and Agency goals. • Creates a sense of urgency for change. • Communicates why change is necessary and how it will impact employees.
	Change Process • Teaches and models new behaviors by example. • Translates higher-level vision for change into concrete actions. • Creates an environment that encourages risk taking and change. • Removes obstacles that create resistance to change. • Highlights short-term wins and visible improvements. • Address employees' concerns about the impact of change. • Creates strategies and action to sustain an environment that promotes change. • Identifies the risks associated with change and plans risk mitigation strategies. • Actively monitors and manages the change process.

Leading and Managing People: Maximizes the work unit's human capital and people's commitment to achieving organizational and programmatic goals.	**Teamwork and Collaboration** • Emphasizes a team approach for accomplishing work. • Promotes an atmosphere of cooperation and coordinated effort. • Actively promotes teamwork across NASA centers and functions.
	Performance Management • Works with direct reports to mutually establish acceptable performance objectives and requirements. • Provides regular and timely feedback on performance. • Removes obstacles to performance. • Helps direct reports obtain rewards and recognition for performance. • Coaches and mentors people. • Places people in positions or assignments that make the best use of their skills and abilities. • Encourages broadening through a variety of different assignments. • Takes appropriate action regarding poor performance on the part of direct reports. • Takes a personal interest in direct reports. • Takes time to discuss career options with work unit members.
	Conflict Management • Facilitates the discussion of sensitive issues. • Promotes an atmosphere where mistakes can be discussed openly. • Resolves interpersonal or intergroup conflict constructively. • Confronts others when appropriate. • Gives direct reports an opportunity to express openly their disagreements or to voice objections.
	Diversity with Inclusion • Honors cultures and values different than their own. • Attends to the diversity mix of the work unit. • Encourages others to express ideas. • Promotes inclusion of all employees in all work related activities. • Leverages talents of all team members, regardless of background. • Provides all employees equal access to opportunities.
	Values Based Leadership • Discusses NASA values and their implications for work unit's performance. • Discusses how work unit norms and behaviors align with NASA values.
Leading and Managing the Work: Assures that the work unit's goals and objectives are achieved in a timely and effective manner.	**Work Management** • Establishes priorities (i.e., determines where limited resources and staff will be used). • Involves direct reports in the work unit's planning process. • Reviews and adjusts priorities on a regular basis. • Helps people gain clarity about role expectations. • Delegates authority to enable direct reports to make decisions and take action in a timely manner. • Monitors work on a regular basis. • Solicits appropriate information from direct reports—facts, opinions, and concerns about their work.

Performance Dimension: Working Internationally

COMPETENCY	SKILLS
International: Familiar with policies that regulate or dictate how to work with an international partner.	**International Policy** • Understands the rules and policies that relate to the import and export of materials, technology, and information (ITAR).
Cross-Cultural Relationships: Understands the important aspects of language, behaviors, beliefs, and environment that comprise the culture of the international partner.	**National Culture and Working Conditions** • Understands how cultures differ in approaches to time, authority, physical space, friendship and individualism and how these differences impact work behavior. • Applies knowledge relating to national culture to increase the effectiveness of relationships. • Addresses the special challenges and adjustments of employees living abroad.